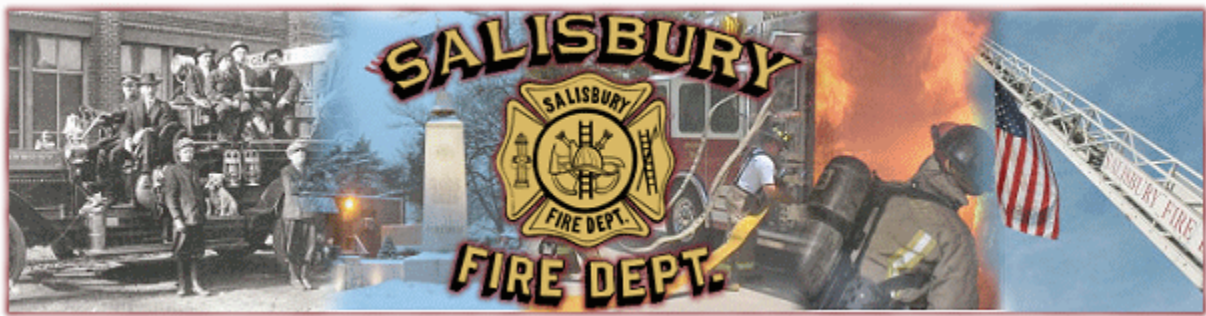


Salisbury Fire Department

Strategic Plan

2005



Published: January 25, 2005





Salisbury Fire Department Strategic Plan

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 -This symbol identifies a requirement for the North Carolina Response Rating System (NCRRS) or the ISO grading schedule.

 -Symbol identifies requirements for accreditation by the Commission on Fire Accreditation International.

  -These two symbols identify requirements for both accreditation by the Commission on Fire Accreditation International and the North Carolina Response Rating System (NCRRS) or the ISO grading schedule.



Salisbury Fire Department 2005 Strategic Plan

Introduction

In 2004, the City Manager's Office approved to embark on a Fire Department Strategic Planning Process that would guide the development of the Fire Department for approximately 5 years.

A strategic plan is needed for several reasons. A new Fire Chief had been appointed following the retirement of a long serving Fire Chief. The nature of the fire service is changing both in services offered and the best approach for delivering current and new services in a cost efficient manner. The City of Salisbury is growing into areas formerly served by volunteer departments and both the City and Fire Department believe that partnerships with the volunteer fire departments are essential for the City and volunteer departments. The Fire Department members felt that a review of its operations, philosophies and practices should be undertaken to identify better ways of serving the citizens and visitors to Salisbury and identify new partnerships. Finally, the City is committed to enhancing its high performance organization through modern management techniques and concepts. The Fire Department is in a position to don a leading role in this organizational development initiative.

The approach that the Fire Department undertook to develop its strategic plan is conducted in five interrelated steps. First, four focus groups were organized representing the four major divisions or functions of the department which are:

- Fire Operations
- Training and Professional Development
- Logistics
- Loss Prevention and Investigations.

Each focus group was given the responsibility of reviewing its current operations and identifying those items they believed were working well and where additional improvements could be made. Each focus group was also assigned to develop Visions, Goals and Strategic Action Plans to help increase effectiveness in the community. Representatives from throughout the Fire Department, Salisbury City Government and Rowan County Volunteer Fire Departments served on the focus groups. The Centralina Council of Governments was contracted to help facilitate the process, review the work of the subcommittees, prepare an environmental scan and work with the Department to create the final plan.

The Fire Department contracted two fire service professionals to study the present department, identify its strengths and weakness, and develop improvement plans in two specific areas- NC Response Rating System (NCRRS or ISO) and Fire Department Accreditation through the Commission of Fire Accreditation International (CFAI). Mr. Rick Hall evaluated the Fire Department, the Water System, and the Telecommunications System and developed an



improvement plan for the department. Mr. Curtis Teague conducted an Accreditation Feasibility Analysis for the Department.

The results of these two studies would be used along with the work of the focus groups to develop the final recommendations for the Salisbury Fire Department Strategic Action Plan.

In summary, the members of the Salisbury Fire Department are committed to developing a modern fire and emergency service that meets the needs and expectations of the community. This strategic plan revisited and reviewed annually will guide us as we grow and improve.

City of Salisbury Overview

For many years, the Salisbury City government has been focused and driven to provide a high level of quality service to the community. This has been accomplished through a talented and trained city work force, modern methodologies and practices and technology. For example, the City Police Department and City Parks and Recreation are nationally accredited.

Services offered by the City Government include: Police, Fire, Parks and Recreation, GIS, Planning, Zoning, Electrical, Water, Sewer and Transit. A number of other city departments support these core functions. The philosophy of the City Council is to provide a high level of service at a reasonable cost with a high level of citizen satisfaction.

Salisbury Fire Department Overview

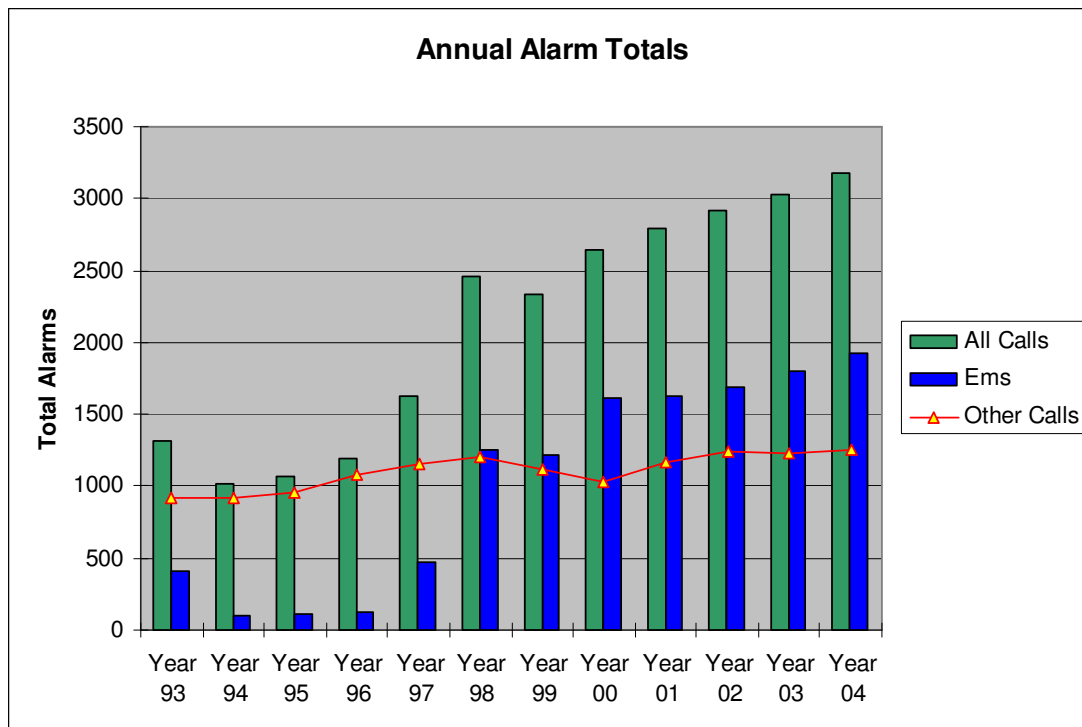
The Salisbury Fire Department was founded on December 8, 1817. Since that time, the fire department has grown to include three full time stations with various support vehicles providing typical services of a municipal fire department. The current authorized personnel strength of the Salisbury Fire Department is 68 full time employees.





Performance Data Analysis

In addition to responding to fires, the Salisbury Fire Department responds to other calls for service such as EMS and HazMat. Between 1993 and 2004, the total calls for the Salisbury Fire Department has risen from 1321 in 1993 to 3178 in 2004. The number of EMS calls is increased four fold from 407 in 1993 to 1924 in 2004. The remaining calls have increased from 914 calls in 1993 to 1254 in 2004. Station 51 was the busiest of the three stations with Station 53 being the least busy. The 2004 overall average response time was 5.02 minutes with Station 52 having the highest response time at 5.34 minutes.



The Fire Department's workload is expected to increase modestly as the city and population continue to grow.

In addition to responding to calls for service, training, inspections and public education, department personnel are involved in other endeavors which benefit the community including United Way, Rowan Local Emergency Planning Committee, Rowan-Cabarrus Community College Childhood Center Bike-A-Thon, Project SAFE, United Way, and American Red Cross.



The Salisbury Fire Department

Our Motto: Value Life, Prevent Harm, Respond Quickly and Respect All.

Our Mission Statement: To protect the quality of life for present and future generations through interaction with our community, compassionate service and an atmosphere that encourages innovation, professionalism, and diversity.

Our Core Value: To maintain high customer satisfaction with superior customer service.

Our Goals:

- To mitigate hazards and emergencies by rapidly responding to all requests for service with highly skilled, professional members and adequate equipment.
- To provide public safety education and hazard prevention services to our community.
- To provide our members with professional development opportunities that enhances and insures professional and proficient services to our community.
- To provide an excellent work environment, ever mindful of our fiscal responsibility and commitment to serve our citizens.

Our Services:

- Our number one priority is to protect human life from fire and other life safety hazards.
- Prevent property damage and life safety hazards through prevention, inspections and prompt response to calls for service.
- Extinguish fires of all types.
- Provide emergency medical care for sick and injured.
- Handle hazardous material and rescue emergencies.

Our Strengths: By nature, a strategic plan identifies organizational weaknesses and addresses them. We have many strengths that are the foundation of our organization.

- Highly motivated, skilled, and dedicated members who love their line-of-work.
- Rapid Turn-out Times- Our average turn-out time is 60 seconds.
- Adequate apparatus replacement system.
- Good safety record-Recipient of the City Manager's Safety Award 10 times in 12 years.
- Excellent Community and City support.
- Superior level of rescue and hazardous material skill and capability.
- High level of support by surrounding volunteer fire departments.
- Acceptance of new technology, new systems, and we are poised for change.



LEADERSHIP AND ADMINISTRATION

Leadership Focus Group

Chief Robert Parnell

Assistant Chief Rick Fesperman

Battalion Chief David Morris

Captain Paul Rendleman

Mr. Mike McLaurin, Centralina Council of Governments

Mr. Rick Hall, Rick Hall and Associates/ North Carolina Rating Response System Study

Mr. Curtis Teague, Deputy Chief, Concord Fire Department/ Accreditation Study

The Salisbury Fire Department is a **Service Organization**. We provide constant and continuous service under normal and extreme conditions as we keenly focus on our customers. Our intent is to provide quality service and to create a safe environment for all. Our members mitigate every challenge they face through constant training and development, increased professional knowledge, and using the best possible protective equipment and proven methods. The leadership and administration of this department acknowledges that the management of such a system must be modern, resourceful, and firmly committed to the safety and well-being of each member of the department and of our community.

Leadership and Administration Vision

To provide uncompromised systems, resources and equipment to prevent and mitigate fires and other disasters in a safe and effective manner; and we will supply unsurpassed and stable leadership as we accomplish our mission. The responsibilities of the fire department leadership are:

- Develop and Manage Response Systems
- Maintain and Manage Assigned Resources
- Maintain a Service Oriented Organizational Structure
- Customer Satisfaction through Quality Customer Service
- High Quality Internal and External Communications
- Professional Development of our Members and Response Associates
- Support and uphold the City Mission, Vision and Core Values
- Emergency Planning and Emergency Management
- Risk Management and Prevention



Leadership Outcome #1

Organize and manage the Department to optimize and maximize allotted resources.

Strategic Action Plan

- Institute and fully utilize the recognized command and control system (National Incident Management System- NIMS) for all hazards and operations. 🇺🇸
- Develop an efficient and effective Organizational Service Structure to optimize every departmental position and properly proportions work-loads and lines of responsibility; delineate effective internal and external communications. 🇺🇸
- Develop professional development and career path plans to maximize professional development of the department and recognize that personal professional development is necessary to providing excellent services to our citizens. 🇺🇸

Leadership Outcome #2

Strive to diversify the department's workforce through the recruitment, retention, and promotion of minorities and women. To significantly improve the diversity of the fire department, the department will:

- Develop a comprehensive plan that incorporates the Department's new and ongoing recruitment initiatives to diversify the workforce; continue to analyze recent recruitment efforts and issues related to diversity and formalize comprehensive diversification plans with short and long term initiatives in collaboration with City of Salisbury Human Resources, Coalitions, non-profit organizations, and community stakeholders. 🇺🇸
- Through use of non-traditional methodologies, encourage and attract minority applicants, the timely processing of applications, and development of a system that allows an applicant to participate in the process and demonstrated avenues of success.

Strategic Action Plan

- Develop a relationship with minority-centered resources for applicant referrals.
- Develop remote job placement offices to provide easy access for possible applicants.
- Speed the application processing time.
- Fill all jobs with the best qualified applicant with full consideration given to minorities and women.



- Increase the abilities of the department to be adequate in Spanish speaking abilities.
- Develop an interactive process to include the applicant as a participant in the process. including Orientation Sessions for people who are interested in FD employment.
- Develop and utilize a Fire Department Recruitment Team to represent the FD at job fairs and other events that provide an opportunity to recruit qualified applicants.
- Develop a promotional process that is objective, nondiscriminatory and will provide feedback to candidates.

Leadership Outcome #3


Strengthen Leadership, Management and Organizational development in the areas of Accountability and Empowerment; Leadership- Good to Great principles; Professionalism and Commitment; Standards of Care/ Levels of Service to increase employee passion and job satisfaction and customer/citizen service.

Strategic Action Plan








- Develop a Standards of Care/Levels of Service plan for all emergency operations including response time, staffing levels, minimum equipment inventory, fleet and apparatus statistics and performance, expectations of firefighter abilities and skills, and other performance criteria designed to provide excellent customer service. 🇺🇸
- Develop a training program to address empowerment and accountability to provide a decision making matrix to provide effective services. Teach that the supervisory and crew leader positions can make decisions based on simple foundation questions:
 - Is it the right thing for the customer?
 - Is it the right thing to do for our department?
 - Is it legal and ethical?
 - Is it safe?
 - Is it consistent with our City's and department's values and policies?
 - Is it something you are willing to be accountable for?
 ...if the answer is yes to all of these questions, **Do It.**
- Implement principles from the book Good to Great by Jim Collins into all Fire Department operations including striving for Level 5 Leadership; First Who, then What; Confronting the Brutal Facts; and remain aligned to our Hedgehog Concept (core service.)
- Conduct Good to Great Workshops as needed for new employees and newly appointed supervisors and conduct an annual review of our progress toward being a Great Fire Department.



Leadership Outcome #4

The Leadership of the Fire Department will seek all appropriate benchmark reports, surveys, and certifications to provide evaluation and validation of the department to national, state, and local standards of care/levels of service, and to provide quality service to our citizens. 

Strategic Action Plan

- Accreditation- the Fire Department will prepare for Accreditation and will begin the evaluation process as conducted by the Commission of Fire Accreditation International. 
- Participate in Benchmarking studies and analyze the resulting data to determine our levels of service as compared to similar agencies. 
- Participate in available surveys and fact finding tools, including “After the Fire is Out” surveys to determine our level of success in meeting the customer’s expectations. We will quantify and record the results of the surveys and report periodically. 
- The Fire Department, in cooperation with the Salisbury-Rowan Utilities Department and Rowan County Telecommunications will prepare for a North Carolina Response Rating System evaluation scheduled for the summer of 2006.  
- Develop strategies to maintain appropriate NCRRS classification ensuring fire and life safety protection services to our community. The Department will strive for the best possible score taking advantage of the information compiled in a report compiled by Mr. Rick Hall of Rick Hall and Associates.  



NCRRS STATION AND FIREFIGHTER DISTRIBUTION ACTION PLAN




- Construct one additional fire station (new location- West Statesville Blvd)
- Employ one additional fire company (a Class A Engine or Quint)
- Add at least 2 firefighters per shift (relocate half crew from existing staff) and hire at least 2 firefighters per shift and a 2 member squad crew to meet Class 2 staffing levels; hire 18 firefighters to meet ISO Class 1 staffing levels.
- Increase tools and equipment to meet minimum inventory requirements
- Increase Pre-fire planning to include annual reviews of all occupancies
- Significantly increase fire hydrant inspections.
Note: Employ a full time Fire Hydrant Maintenance Crew that will test and maintain hydrants and associated appliances and to respond to structural fires as necessary
- Increase training program to include officer, tactics, live burn, engineer, multi-company, and mutual aid training sessions.

Leadership Outcome #5

Provide reliable and modern equipment and well placed facilities to deliver the critical fire and rescue services to the citizens of Salisbury.  

Strategic Action Plan



- In conjunction with the City of Salisbury's Fleet and Finance Departments, develop an apparatus replacement schedule to facilitate an adequate fire service fleet for initial response and call-back operations. This schedule will allow for optimum utilization of custom apparatus based on a projected life span of 20 years for apparatus and 10 years for small units to assure the financial output is optimized while maintaining a reliable and safe fleet. Presently we have 5 main in-service trucks and 5 similar units for call-back operations, all are to be adequately equipped for their function (Engines, Quints, and Ladders.) 

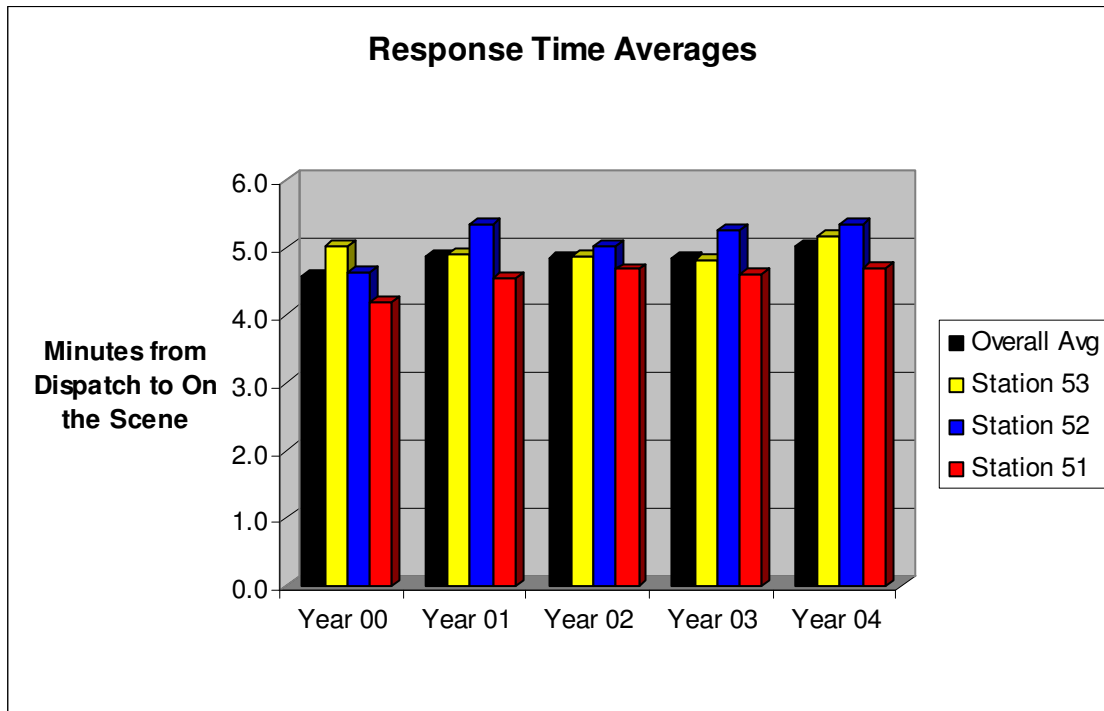


<u>Apparatus Replacement Action Plan</u>			
<u>Year</u>	<u>Purchase</u>	<u>Move to Call-Back Status</u>	<u>Removed from Inventory</u>
04/05	New Engine/Tanker	None	1988 Mack Grumman Tanker
06/07	New Engine	1996 E-One Engine	None
08/09	New Engine/ Quint	1998 E-One Engine/Quint	1988 E-One Engine
10/11	New Ladder Truck	2000 E-One Ladder Truck	1965 LaFrance Ladder
12/13	New Engine/Quint	2002 Quality Engine/Quint	1988 E-One Engine
14/15	New Engine/Tanker	2004 Engine/Tanker	1988 E-One Engine





- Plan and develop future fire station sites to maintain fire safety customer service that meets CFAI, NCRRS and other nationally and locally recognized standards of care/ response times and service expectations.  



- Explore increasing the level of Medical Emergency service from Emergency Medical Technician Basic (EMT-B) to Emergency Medical Technician Paramedic (EMT-P) on Engine and Quint Company Crews.
- Retrofit or rehabilitate existing fire stations to comply with ADA requirements.
- Modernize existing fire stations to properly accommodate female firefighters including separate restrooms, shower and sleeping (dorm) areas.



Station Modernization Action Plan

Modify Station 2 to meet Americans with Disabilities Act (ADA) requirements and accommodate female restroom and shower facilities, female dorm space, and additional dorm space for male firefighters. Include an area for decontamination of contaminated tools, equipment and personal protective equipment. Recommendation is to increase this building by approximately 750 square feet to include areas for female showers, restrooms, clean laundry, lockers, exterior mechanical and storage, and a partitioned dorm area.

Modify Station 1 to meet ADA and accommodate female restrooms and showers.

Modify Station 3 to meet ADA, accommodate female restrooms and showers, apparatus and equipment bays, decontamination facilities, and proper storage of personal protective equipment.

- Strengthen on-duty staffing to meet Life Safety, Commission of Fire Accreditation International and NCRRS (ISO) recommended levels.  

ON DUTY STAFF ACTION PLAN



Reassign 3 inspectors to Shift Staff positions


1 per shift to serve as on-scene safety officer, sector officer, and/or fire control leader. Note: This is a reassignment of day-staff positions, thus reducing day administrative staff.

Increase Fire Control Staff by 2 per shift (6 total) to staff Station 4- Note: To adequately staff station 4 with one engine company, 4 members should be assigned per shift. We will transfer 1 firefighter from station 1 and station 2, to station 4 (Thus taking the present Tanker Company out of service.)

Hire 3 Firefighters (1 per shift) - December 31, 2005

Hire 3 Firefighters (1 per shift) - April 01, 2006.

Occupy new Engine Company- July 01, 2006

- Develop a Fire Protection Alliance with surrounding volunteer fire departments with the purpose of enhancing customer service through providing a unified, effective, and standardized service to our communities by utilizing the resources and expertise of the alliance members. 



- Partner with emergency response agencies to avoid redundancy of equipment and resources. Develop a culture of partnership and resource sharing among agencies that have similar responsibilities and goals.
- Develop a seamless response of resources employing a partnership with surrounding fire service and rescue agencies to assure an adequate and effective force for major fires and emergency situations.

ACTION PLAN

Fire Protection Alliance Partner Agencies as of January 15, 2005

<u>Agency</u>	<u>Established Assignment</u>	<u>Resource</u>
Spencer VFD	Primary Engine Company Operations	Engine & 3-5 personnel
Granite Quarry VFD	Primary Engine Company Operations	Engine & 3-5 personnel
Faith VFD	Primary Engine Company Operations	Engine & 3-5 personnel
South Salisbury VFD	Primary Ladder Company Operations	Ladder & 3-5 personnel
Franklin VFD	Primary Heavy Squad Operations	Squad & 3-5 personnel
Locke VFD	Primary RIT/OSHA Safety Stand-by Team	Unit & 3-5 personnel
County Fire Marshal	Primary Safety/Command Unit	FM Van -1 personnel

Leadership Outcome #6

Serve as the Emergency Management Planning & Coordination Team for larger scale emergencies/ disasters that affect our community. 🚒

Strategic Action Plan

- Coordinate the development and publishing of a City-wide Emergency Preparedness Plan encompassing all departments and functions to provide a systematic mitigation plan for natural and man-made emergencies, including evacuations, sheltering, response, citizen teams, etc. The plans will facilitate a cooperative response with Rowan County, other Cities, State of North Carolina, Federal (FEMA, DHS), and other resources. 🚒
- The Fire Department will, in cooperation with all city departments, identify, plan, and develop guidelines that will ensure continuity of government in cases of disaster or other situations that makes normal operations impossible. 🚒
- Develop adequate resources for target hazards and disaster mitigation based on informed and skilled pre-planning activities complete with an information management system/communication system that is available to all emergency crews and command and control officials. 🚒







- Develop a cache of City-Employee's who have experience in Emergency Management activities (Volunteer Firefighters, Red Cross Volunteers, Community Emergency Response Teams, etc) to form task teams for coordination of major emergency conditions.


Leadership Outcome #7

Maintain excellent human resource management through utilization of competitive management systems and creative approaches to meet current and future needs.


Strategic Action Plan

- Implement a Fire Service Pay Plan to remain competitive with employment markets of similar employment categories.
- Use creative approach to staff response units in effort to provide services, reduce response times, significantly reduce wear and tear on large apparatus, reduce responses of large apparatus to medical first responder calls, and to increase the ability to keep other firefighters available for fires and rescue calls.  
- Consider implementation of specialized teams of specifically trained members to provide highly technical capabilities, rather than to expect every firefighter to possess and maintain every possible certification at the highest level of proficiency. 
- Fully implement and support firefighter wellness and fitness for duty initiatives to assure quality and safe physical assets in the response to physically demanding situations. These include physical modifications to fire station facilities to maintain firefighter fitness and support functions and citizen access. 


Leadership Outcome # 8

Employ adequate technology and systems to create effective emergency response and administrative functions that support our core values. 

Strategic Action Plan

- Develop a Fire Department and Emergency Management Technology Utilization Plan in effort to recognize, plan, and implement useful technology into emergency response, disaster mitigation, and effective communications. 




- Identify and develop an internal information system to include improvement of internal communications, formal reports and records maintenance, and a public information officer (PIO) to liaison with the media. Records maintenance including apparatus and equipment testing, training records and other reports required by evaluation agencies such as ISO and CFAI, and insurance and investigation companies. 
- Evaluate “Firefighter’s Location Accountability Systems” (on-scene whereabouts) to standardize with partner Volunteer Fire Departments.

Leadership Outcome # 9

Maintain a positive public image of the fire department as a professional, organized, well prepared, well equipped, community-centered resource.

Strategic Action Plan

- Fire Stations will be considered “Open” 24/7 to allow the public to consider the Fire Department as an integral part of the community and neighborhood resource.
- Deploy and deliver programs to citizen groups, neighborhood groups, school groups, and similar units to develop a relationship with them and project ourselves as a professional, full-time resource. New programs include the recent addition of Big Brothers/Big Sister Lunch Buddy Program.
- Modernize and enhance the Fire Department’s Annual Report. 



TRAINING AND PROFESSIONAL DEVELOPMENT

Training Focus Group

Battalion Chief David Morris

Captain Chris Sorrell

Engineer Chris Lyerly

Joe Eagle, Human Resources Analysis I

Battalion Chief Carlton Butler

A firefighter requires numerous training hours to maintain their competency. The Salisbury Fire Department has sustained a very good level of firefighter training for many years while meeting the constant challenges and changes in the State's Firefighter/ Rescue Technician certification programs and changes in expectations of our customers.

Training Division Vision












The Salisbury Fire Department will become known as a regional leader in fire and rescue training and professional development. This will be accomplished by offering training opportunities and making opportunities available for other departments to participate in training and through the use of highly capable, high performing instructional team. Training will expand its function and partnerships to conduct and coordinate training to other fire departments and emergency services agencies. The Training Division will develop a core group of instructors representing an expertise in a variety of areas. The Department will work with this core group to enhance their instructor and presentation skills.

Training Division Outcome # 1

- The training function within the Salisbury Fire Department will expand from traditional training focusing on the tactical and operations of the fire service to a holistic approach that includes not only tactical and operations but skills development and enhancements such as technology, supervision, oral and written communications, research and public presentation skills.
- Expand the Engineer's Training Program to include state, local, and national elements for certification.
- The Training Officer will conduct an annual survey of training needs of department employees including tactical and operations skills needs and enhancement such as technology, supervision, oral and written communications, research and presentation. The survey results will be used in the development of the Department's training budget.



Strategic Action Plan

- Address the infrastructure upgrades through a Training Grounds Needs assessment utilizing facilities within Salisbury Fire Department, area volunteer fire departments, Rowan Cabarrus Community College, and other resources.
- The Training Division will provide Company Officer Training Program (Tactics and Strategy.)  
- Training Division will conduct Driver Operator certifications classes annually.  
- The Training Division will conduct refresher training classes for all levels of certification.
- The Training Division will partner with Rowan Cabarrus Community College to deliver an annual Recruit Training Class, Rapid intervention Team Training, Defensive Driving and Rescue Technician certification classes.  
- The Department's Training Officer will be the liaison between the region's educational institutions and other fire departments to coordinate training opportunities.
- The Training Division will conduct a minimum of 8 multi-company drills annually to include night drills with area volunteer fire departments.  
- The Training Division will conduct random company drills to evaluate crew performance.
- The Training Division will provide 2 live burn sessions for each of 3 shifts, and 2 live burn training sessions for area volunteer fire departments.  
- The Training Division will participate in the Customer Service program.
- The Training Division will provide a monthly teleconference training program to improve access for all members.
- Develop and conduct an evaluation to all new hires at the end of their probationary period to assure proficient and skilled members at required levels. 



Training Division Outcome # 2

The training division will assume a greater role in the recruitment of new personnel. The Training Division will create and administer a recruitment process that will allow for the identification and prompt processing of potential members of the Fire Department.

Strategic Action Plan

- The Training Division will coordinate with the Fire Chief's Office and the City of Salisbury Human Resources Division to identify the characteristics needed to be a successful fire fighter (including bilingual) and develop processes to identify those characteristics. 🇺🇸
- The Training Division will coordinate the pre-employment testing of applicants. 🇺🇸
- The Training Division will develop and implement a recruitment plan that will increase the number of applicants representing all segments of the community, including web-based advertisement, site visits to high schools, civic clubs, neighborhood organizations, churches, colleges and universities.
- The Training Division will notify the local colleges and universities along with the Rowan County Volunteer Fire Chiefs Association of upcoming vacancies within the Department
- Recruitment Information will be made available at the City's fire stations and personnel will be encouraged to distribute the information as appropriate.
- Training will implement a "Salisbury Fire Department as an Employer" orientation program to allow anyone who may be slightly interested in learning more about Fire Department employment. This would serve anyone who has little to no exposure to the fire service as a job (not necessarily limited to applicants- open to anyone who has indicated an interest). The Orientation sessions include tours of the facilities, a chance to meet and talk with presently employed FD members, watch the Firefighter Entrance Agility Test (FEAT) demonstrated and a chance to practice it if they desire, learn more about the work schedule and a day-in-the-life of a Salisbury Firefighter.



Loss Prevention & Investigations

Loss Prevention & Investigation Focus Group:

Battalion Chief Tom Murphy

Captain Terry Smith

Captain Tim Hurlocker

Mr. Dan Peters of Chubb Insurance Company

FCS II Sybil Hunt

The activities of a Loss Prevention & Inspections Division are the primary focus of any modern fire service agency to reduce fire losses, burn injuries and fatalities due to fire. The premise of: A fire that never starts, never hurts; is central to the mission and responsibility of the Fire Department. The responsibilities of the Loss Prevention/ Investigation Division are vast and comprehensive, including Public Fire Safety Education, Fire Code Enforcement, Fire Cause investigation, Fire permits, Hazardous material storage and processing inspections, Arson investigations, and Minimum Housing code enforcement.

Loss Prevention Vision

To be a widely respected authority and resource in the areas of Fire Prevention, Fire Safety Education, Fire and Housing Code Enforcement, Risk Assessment, and Emergency Planning through nontraditional approaches of service delivery, maintenance of State Fire Inspection Codes schedules, and partnerships with public and private agencies.

Loss Prevention and Investigation Outcome #1

The Loss Prevention & Investigation Division will conduct and use a community risk analysis to identify areas that have the greatest potential for fires, fire injury or death and develop and implement a plan for addressing those community risks. The community risk analysis will include those areas inside the city limits of Salisbury, Salisbury's Extra Territorial Jurisdiction (ETJ) and areas projected for annexation.



Strategic Action Plan

- In partnership with the City's Land Management, Finance, and other city and county agencies, research hazards and risks in and around the present city and areas being considered for annexation.



- The Loss Prevention & Investigation Division will involve the various fire divisions and volunteer fire departments in the creation of the community risk analysis and may include a street-by-street, block by block review of the community. Information from the risk assessment will be used to develop and enhance fire education and to target citizens in need of fire education. 🚒
- Annually publish updates regarding fire loss, fire causes, and fire investigation case outcomes.
- LPI and the Fire Department will use the community risk analysis in the planning process to improve community safety. Further, the risk assessment will be used to modify the fire operations force and special teams as the needs are identified. 🚒

Loss Prevention and Investigation Outcome #2

The LPI Division will coordinate fire education and expand educational opportunities to include life safety issues and expand the educational role to a wider range of citizens and businesses, including non-English speaking citizens, and work with partner volunteer fire departments to help develop fire safety education resources. 🚒

Strategic Action Plan

- All fire personnel will be trained in fire education and life safety issues and will be encouraged to discuss fire and life safety issues in the public. 🚒
- The Loss Prevention/Investigation Division will create packets of fire and life safety information and make those items available in English and Spanish. 🚒
- The Loss Prevention/Investigation Division will coordinate fire education programs with the various public and private fire safety agencies and encourage their involvement in those programs.
- Explore a partnership with the Salisbury-Rowan Board of Realtors and area fire insurance offices to provide fire education and life safety information that can be provided to homeowners and apartment residents.
- LPI will periodically evaluate its effectiveness as a public fire safety education resource and its programs to assure effectiveness, and determine if adjustments to the resources are necessary.
- LPI will research an organizational cooperative with the County Fire Marshal to provide Fire Safety Education coordination and delivery.



Loss Prevention & Investigation Outcome # 3

The Loss Prevention & Investigation Division will continue efforts to correct and/or remove substandard housing. All fire department personnel will be able to recognize and report areas of substandard housing and other conditions which should be investigated.

Strategic Action Plan

- Conduct an educational program to all Fire Department personnel in the areas of substandard housing and other areas relating to potential fire and other life safety issues.
- The Loss Prevention and Investigation Division will track and coordinate the removal or repair of substandard housing.
- Loss Prevention and Investigation Division will coordinate with the Training Division to train members of the Salisbury Fire Department and others in housing code and other risk issues.

Loss Prevention and Investigation Outcome #4

Loss Prevention and Investigation will participate with the Land Management & Development Department in the One-Stop Permitting concept to review new subdivisions, group development site plans, and building plans occurring within the City of Salisbury and its ETJ.

Strategic Action Plan


- The Loss Prevention & Investigation Division will appoint a liaison to Land Management and Development Services to coordinate the prompt review of proposed developments and annexations.

Loss Prevention and Investigation Outcome #5


The instances of incendiary fires (intentional illegal ignitions) in Salisbury continue to be problematic. The trend of arson cases stretches into Rowan County also. It is important to understand that there are several recognized categories of Arsons (Spite, Cover-up other crimes, Revenge, for Profit, etc.) that extend beyond our jurisdictional boundaries. The LPI Division will collaborate with other agencies to increase the network of information in an effort to reduce arson cases and solve arson cases.





Strategic Action Plan

- Evaluate and enhance fire investigations resources. 
- The Loss Prevention/Investigation Division will explore establishment of an Arson Task Force to coordinate the reporting and investigation of suspicious fires. The Task Force would consist of personnel from the City of Salisbury, volunteer departments, Rowan County Fire Marshal and law enforcement.
- The Loss Prevention/Investigation Division will coordinate with the Training Division to offer annual training in basic arson detection, crime scene preservation and investigation to Salisbury Fire and volunteer fire department personnel.
- The Loss Prevention/Investigation Division will establish relationships with the area's insurance companies in an effort to improve communications and identifying opportunities to solve criminal arson cases.

Loss Prevention and Investigation Outcome #6

LPI will serve as a proactive public consultant towards fire and life safety issues in their buildings, companies, and organizations. Our focus is to address fire safety issues before they become a problem through our customer service oriented actions. 

Strategic Action Plan

- LPI will develop life safety public service announcements and distribute them through local media sources. 
- Offer and teach the Community Emergency Response Team (CERT) program to business, industries and neighborhood groups.
- Work with area businesses and their alarm companies to develop "smart buildings" (buildings that provide zones and advanced warnings of fire spread through verbal instructions, rather than a simple alarm tone.)
- Conduct life safety inspections of occupancies during their normal business hours such as night clubs, entertainment venues, theaters, and other evening-oriented businesses. 



Fire Operations Division

The Fire Operation Focus Group:

Assistant Chief Rick Fesperman

Battalion Chief James Geter

Captain Todd Overcash

Captain David Deal



Mr. Frank Thomason- Director, Rowan County Emergency Management

The Fire Operations Division is the largest division in the Fire Department and is responsible for emergency response. Major responsibilities of the division include the emergency response to fire, EMS, and other calls for service. Other division responsibilities include station and vehicle maintenance; deliver public fire safety education, community service projects. The majority of our resources, tangible and human, are dedicated to Emergency Response.




The Salisbury Fire Department Operations Division is generally recognized as an aggressive firefighting force. The members of this division utilize every resource obtainable to combat fires, rescue people and provide emergency medical services.

Fire Operations Vision: To be effective in controlling fires, handling medical and rescue emergencies, and meeting expectations of our community. To be a leading team of well trained, well prepared members in all aspects and functions of the fire department, utilizing creative methods to meet the needs of our customers based on a system of researched and proven methods.

Fire Operations Division Outcome # 1

The Fire Operations Division will maintain a high level of effectiveness in responding to calls for service, operating safely and efficiently, and mitigating emergency situations.  

Strategic Action Plan

- The Fire Operation Division will develop a standard of care/response and will measure effectiveness based on response time, amount of loss, and fire injury.  
- The Fire Operations Division will develop a statistical analysis of critical factors to be reviewed periodically to determine trends, create baselines, and establish standards for evaluating response effectiveness.
- The Fire Operations Division will establish response time targets and monitor call run data as it relates to those targets. Areas not meeting the target response time will be evaluated to determine how best to meet the established target. 



- The Fire Operations Division will coordinate with partner volunteer fire service agencies to plan and coordinate the delivery of fire services to avoid redundant inventory and services.
- The Fire Operations Division will conduct an annual evaluation of its services and determine which additional services might be needed such as swift water rescue, trench rescue, etc based on need and risk assessment. 🚒
- The Fire Operations Division will be an active participant in various local and state level fire professional organizations. 🚒
- The Fire Operations Division will explore the utilization of non-traditional delivery of services, work-force scheduling, deployment, and partnerships to meet the needs of our citizens, requirements of Accreditation agencies, Fire Service Rating Agencies, etc. 🚒

Fire Operations Division Outcome #2

The Fire Operations Division will develop processes to improve communications within the division, the Fire Department, and other partner emergency services agencies and with the community.

Strategic Action Plan

- The Fire Operations Division will participate in Rowan County Fire Chiefs' and Rowan County Fire and Rescue Association and attend monthly meetings of the various volunteer associations.
- The Fire Operations Division will continue to participate on the Rowan County Communications Committee, the Salisbury-Rowan Hazardous Materials Task Force Committee and the EMS Quality Management Committee and attend regularly scheduled meetings to provide input and updates as needed.
- Fire companies (work units) will be available for neighborhood events to provide fire department public relations, interaction, and various community involvement projects whenever possible.
- The Fire Operations Division will employ new and existing technologies to assure adequate resources and notifications for major emergencies, call backs, emergency response capabilities, etc. i.e.: reverse 9-1-1, 800 MHz paging, back up communication systems, staffing systems, etc.



Fire Operations Division Outcome #3

The Fire Operations Division will organize an emergency management system to coordinate resources to respond and effectively mitigate city-wide and multi-jurisdictional, multi-agency responses. 🚒

Strategic Action Plan

- The Fire Operations Division will work concurrently with Rowan County and other municipalities in the development, support, and maintenance of the county-wide Emergency Operations Plan. 🚒
- The Fire Operations Division will conduct drills as scheduled to evaluate the effectiveness and continuity of the emergency operations plan.
- The Fire Operations Division will develop internal emergency response protocols for all hazards. 🚒

Fire Operations Division Outcome #4

The Fire Operations Division will develop standards of response coverage based on nationally accepted objectives such as identified in National Fire Protection Association (NFPA) 1710, the Commission on Fire Accreditation International (CFAI), and the North Carolina Response rating System. 🚒 WSO

Strategic Action Plan

- The Fire Operations Division will develop response time objectives for each major service component (call for service). 🚒 WSO
- The Fire Operations Division will routinely evaluate its deployment and response time delivery. 🚒 WSO
- The Fire Operations Division will identify minimum company staffing levels necessary to meet deployment criteria to ensure that a sufficient number of members are assigned, on duty, and available to safely and effectively respond with each company. 🚒 WSO
- The Fire Operations Division will identify company requirements based on minimum levels needed for emergency operations for safety, effectiveness and efficiency for all portions of the community. 🚒 WSO



Logistics Division

Logistics Focus Group:

Logistics Officer Paul Rendleman

Battalion Chief Currie Butler

Finance and Budget Planning Officer Teresa Harris

Locke Volunteer Fire Chief Rusty Alexander

The Logistics Division is responsible for ensuring that the Fire Department is supplied with the necessary equipment, supplies and services to operate efficiently and effectively, and to assist the Fire Chief in budget preparation.

The Division is also responsible for preparing the Department's annual operating and capital budgets along with monitoring department costs. The Logistics Division coordinates purchasing, supply inventory and facility maintenance within the Department.

Logistics Vision: To provide excellent services to the fire department with a keen sense of stewardship regarding the budget, equipment, apparatus, and fire stations.

Logistics Division Target Outcome # 1

Logistics will decentralize the day-to-day financial function of the division thus having work units responsible for developing and administering their budget. The budget development process has traditionally been completed by the Logistic Office. Through decentralization of the process and assigned authority of fiscal management we will realize a greater sense of responsibility, frugal expenditures, and better maintenance of tools and equipment. 🚒

Strategic Action Plan

- The Logistics Division will work with the Administration to decentralize the budgeting process. 🚒
- The Logistics Division will train representatives from each division on the budgetary procedures.
- The Logistics Division will train representatives from each division on the purchasing requirements, policies and practices.
- Logistic Division will be responsible for working with the divisions to coordinate purchases, identifying group purchasing opportunities and evaluating equipment purchases. 🚒



- Logistic Division will coordinate with the Fire Control Operation Division to assume responsibilities for the Fire Department stations.

Logistics Target Outcome # 2

The Logistics Division will expand its resources to work with partner volunteer fire departments to identify and develop specifications for equipment needs.

Strategic Action Plan

- The Logistics Division will work with the volunteer fire departments to facilitate purchases of equipment in volume and at less cost.
- The Logistics Officer will partner with Volunteer Fire Departments and the Rowan County Fire Chiefs Association to develop equipment specifications to identify opportunities for group purchase.
- The Logistics Division will schedule purchases as possible to provide ample opportunity to for group purchasing. Partner VFD's will be encouraged to assign a Logistics liaison who will serve as a point of contact with SFD Logistics.
- The Logistic Division will create and manage an Alliance Focus Group to identify opportunities to SFD and partner VFD's to be used as demonstration department for new equipment and practices.
- Logistic Division will create a focus group consisting of representatives from throughout the Salisbury Fire Department to research new equipment and processes that might be applicable to the Fire Department.
- Logistics Division will work with fire equipment representatives to coordinate regional equipment demonstrations.



Environmental Scan

The City of Salisbury is a historic city located along I-85 approximately 50 miles from Charlotte and 50 miles from Greensboro. US Highways 29, 70 and 52 run through the City. Present population of the City is 28,199. The median age is 37.2 with 38.7% of the citizens being over 65 years old. Of the reported 10,358 residential structures, 5584 (53.9%) are owner occupied and 4774 (46.1%) is renter occupied. The City Limit's is approximately 19 square miles.

Fire Station Overview

Station 51

Station 51 was constructed in 1965 and serves at the Administrative Headquarters for the Department. Station 51 serves the central districts and eastern portion of the City. This area contains the most intense commercial and vehicular traffic in the area. Equipment assigned to Station 51 includes:

Vehicle Description	Type Vehicle and Pump Capacity	Tank Capacity or Application
1996 Emergency One	1500 Gallons Per Minutes (GPM)	500 Gallons
2000 Emergency One 95' Pumper/Ladder	2000 GPM	500 Gallons
1966 American La France 85' Ladder	No Pump	N/A
1993 Ford 1 Ton Truck	Rescue Squad	Fire, Rescue, HazMat Support
2000 Ford Expedition	Command Vehicle	Command

Station 52

Station 52 is the newest of the Salisbury Fire Station having been constructed in 1980. This station serves business and industrial parks, Livingstone College and Salisbury High School. The Salisbury-Rowan Hazardous Materials Team is housed at this station. Equipment housed at Station 52 includes:

Vehicle Description	Type Vehicle and Pump Capacity	Tank Capacity or Application
2002 Quality 75' Pumper/Ladder	2000 GPM	500 Gallons
1988 Emergency One Pumper - hose tender	1500 GPM	500 Gallons
1988 Grumman	1000 GPM	2600 Gallons



Station 53

Station 53 is the oldest of the three stations having been built in 1956. This station protects the V.A. Hospital that is one of the largest hospitals in North Carolina with 1220 beds and also protects Rowan Regional Medical Center with 327 beds. In addition, this station serves Catawba College, several rest and nursing homes and Salisbury Mall. Equipment housed at Station 53 includes:

Vehicle Description	Type Vehicle and Pump Capacity	Tank Capacity or Application
1998 Emergency One 75' Pumper/Ladder	1500 GPM	500 Gallons
1988 Emergency One Pumper	1500 GPM	500 Gallons
1988 Emergency One Pumper	1500 GPM	500 Gallons